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REQUEST FOR PROPOSALS
for
PUBLIC ASSEMBLY FACILITIES RENOVATION PROJECT

The City of Norfolk is requesting proposals from qualified and competent planning and engineering firms, licensed to do business in the Commonwealth of Virginia, for the purpose of entering into a contract through competitive negotiations to perform professional services.

Background

The City of Norfolk's primary public assembly facility commonly known as SCOPE opened in 1971. SCOPE has been home to the Virginia Squires of the ABA, Old Dominion University basketball, and both ECHL and AHL hockey with the Norfolk Admirals. While this facility has served the City faithfully for over 30 years, it is in need of refurbishment and/or a complete makeover in order to be competitive with newer facilities opening in both Norfolk and surrounding cities.

Norfolk's need for a more modern arena became acute during the 1996 pursuit of an NHL franchise for the City and in 2001 when the Charlotte Hornets NBA team considered Norfolk as a relocation site. In both cases, the condition of SCOPE, its seating capacity, and lack of amenities became issues with potential ownership groups considering a possible move to this area.

The general goals of the City in commissioning this study are to perform a market analysis to determine the financial and performance viability of a renovated arena in Norfolk; to enhance the marketability of the existing facility and allow the City to house (temporarily) a potential major league tenant in SCOPE, should the opportunity again present itself; to bring SCOPE up to more current arena standards and provide amenities common to newer arenas, including, but not limited to, luxury seating, expanded food and beverage and restroom services, flexibility to host multiple entertainment events, and enhanced amenities for existing clients; to expand the current seating capacities of 8,900 for hockey, 10,000 for basketball and 11,000 for some reserved seat concerts; and to provide all financial analyses including A&E costs, construction costs, operating costs, and pro-formas for revenue streams.

Purpose

The purpose of this RFP is to solicit proposals for the complete renovation and refurbishment of the SCOPE arena. This renovation project is part of a long term, strategic plan for the development of new and/or renovation of old public assembly facilities for the entire city. The City is seeking proposals for improvements to the existing 10,000 seat Scope arena or alternative recommendations for its refurbishment, including possible demolition and rebuilding. The first phase of services shall include a feasibility study that will analyze program, design options, and full development costs. A successful consultant team shall be composed of nationally recognized professionals with experience in arena design, urban planning, architectural and engineering design, transportation planning and analysis, and accounting and financial planning and analysis. The initial contract shall be for the performance of the feasibility study. The City retains the option of extending the feasibility study to include full design and construction services related to the construction and renovations to SCOPE, traffic studies, and other work as may be necessary for an analysis of current public assembly facilities and future needs.

The feasibility study is to be a comprehensive effort to analyze and document alternative strategies for development. The City requests that interested parties submit proposals that address the following key goals:

- Provide citizens and users with compelling facilities that enhance the events, the patron experience, and the quality of life in the City;
- Revitalize the image of SCOPE, in terms of the perception of citizens, patrons, and the artists who perform in these facilities;
- Enhance the ability of the City to make a reasonable return on the investment in these facilities.;
- Create new revenue opportunities for the City;
- Improve upon the operating efficiencies of the facilities;
- Improve upon the exterior and interior looks, architecture, and aesthetics of the facilities;
- Enhance the ability of the Department of Civic Facilities and other City organizations to deliver services to our citizens and users of these facilities;
- Provide recommendations regarding the correct mix of public assembly facilities for the City in a strategic, long-term context based upon industry trends, the City's demographics, and proper fit into the 2010 plan; and
- Provide recommendations for facilities that will expand the number of events currently captured in the Norfolk market and allow for growth of the number of events over time.

It is important to note that this facility does business 365 days a year and, as such, the City faces the loss of revenue resulting from lost business if these facilities were shut down for extended periods of time.

In order to best evaluate options for facilities, the City seeks to create a RECOMMENDED CONCEPTUAL PLAN for the following new construction or renovation scenarios:

- A. **Limited Scope Renovation:** This scenario would be for any improvements recommended that would be accomplished without major interruption to the event schedules currently in place at SCOPE, Chrysler Hall and the Exhibition Hall. These events include AHL hockey, Arena Football II, Arena Racing, Broadway at Chrysler Hall, the Virginia Symphony and numerous touring events. This would require work to be done during off-hours or on non-event days.
- B. **Phased Extensive Construction/Renovation:** This scenario would allow SOME interruption of current event schedules in the same facilities but not interrupt hockey or other prime events. The arena could potentially be shut down for several summer months.
- C. **Major Construction/Renovation:** This scenario could extrapolate construction or renovation schedules that shut down all or part of the facilities for up to two years.

Scope Arena: Modernization and Renovation as an Arena

The development of a plan and submittal of drawings for renovations to SCOPE that would leave it in an arena configuration but modernize the facility into a state of the art mid-level arena. The goal would be to modernize the facility while simultaneously adding seating capacity and amenities that would drive new business to the venue. The facility should be viewed as a permanent home for minor league sports and a possible interim facility for any potential major league tenant. Use of the current exhibition space for the renovation and

expansion of the arena is acceptable. A goal of having a reserved seat concert capacity of 15,000 would be realistic. Some of the features that should be considered are listed below. Offerors should, however, use this list as a guide and not limit upgrade possibilities to simply these items:

- A. Luxury box seating.
- B. Club level seating.
- C. Modernized locker room spaces.
- D. State of the art scoreboard and advertising systems.
- E. Redevelopment of administrative spaces.
- F. Redevelopment of concourse areas, rest rooms, concessions and other public amenities.
- G. Improved ADA capabilities.
- H. Development of detailed budgets for all improvements.
- I. Improved acoustics for all forms of entertainment.
- J. Development of various concert configurations including theater.
- K. Installation of a static rigging system for stage performances.
- L. Improved load-in, load-out and docking capabilities.
- M. Improved security systems.
- N. Improved storage capabilities.
- O. Improved restaurant space.
- P. Enhanced TV and broadcast capabilities.
- Q. Development of a "Hall of Fame" or "Wall of Fame" area.
- R. Development of interactive spaces for children.
- S. Development of a curtain system to expedite multiple seating configurations for a variety of events.

Additional considerations for the renovation of SCOPE should include, but not be limited to:

A. Creating New Revenue Sources:

- (1) Additional Seating Including an "Upper Bowl."
- (2) Increased Sponsorship Opportunities.
- (3) Improved Merchandise Capabilities.
- (4) Additional Food and Beverage Points of Sale.
- (5) Team Store/Gift Shop Concepts.
- (6) New Technology such as LED Signage, In-Seat Service.

B. Other Interior Improvements:

- (1) Entry/Egress
- (2) Expanded Concourses
- (3) Fan Facilities, i.e. restrooms, eating spaces, etc.
- (4) Team Spaces, i.e. locker rooms, training areas, etc.
- (5) Press Spaces
- (6) Disabled Access and Amenities
- (7) Vertical Transport, i.e. patron and freight elevators
- (8) Box Office capabilities
- (9) ATM Locations
- (10) Electrical Capacity

C. Exterior Improvements:

- (1) Creating a "Sense of Arrival"
- (2) Exterior Treatments to soften the edges of the complex
- (3) New Lighting and Sound Upgrades

(4) Graphics

D. Longevity:

(1) Ensuring renovated venue has improved mechanical, electrical, HVAC systems that will allow it to function effectively into the future.

Traffic Study

If the recommendations of the study are to increase the seating capacity of SCOPE, the consulting team will need to study the associated traffic impacts.

- A. What road improvements might be needed to accommodate a renovated facility?
- B. What traffic control measures would need to be taken to accommodate this facility?
- C. What, if any, changes to the existing highway interchanges will be needed to accommodate this new facility?
- D. Development of a proposed budget for the recommended changes.
- E. Other traffic study recommendations as deemed appropriate by the offeror.

Other Areas of Consideration

In addition to the work described above, the expectation of the City would be that the successful offeror would also explore options for the following:

- Rearranging current venue configurations to maximize storage, function space, food and beverage and other current capabilities.
- Eliminating certain events or spaces from the current schedule or configurations that will maximize revenues while reducing expenses.
- Making better utilization of current office spaces in all venues and recommending new administrative scenarios including but not limited to off-site facilities.
- Looking at the possibility of a MASTER BOX OFFICE location for all teams and arts group to share one facility for ticketing for all events.
- Expanding the venues square footage by moving exterior walls outward and creating an additional concourse level to service the upper arena.
- Making use of the attached garage and Exhibition Hall as support spaces for an expanded or renovated arena or Chrysler Hall.

This list of opportunities for creating space to facilitate renovation is not meant to be exhaustive. The City will look to the consultant to generate additional ideas to create space required to support new projects and project components associated with effective renovations.

Form of Proposal and Selection Process

Submittals shall include five (5) copies of a single-volume, 8.5 x 11-inch, bound proposal. Proposal shall be prepared economically and efficiently to provide the following in 30 sheets of paper or less, double-sided, including all attachments, covers, and dividers:

1. **Transmittal letter** referencing this RFP and a description of your interest in the project and why you feel uniquely qualified to lead the study.
2. **Geographical Location:** provide the geographical location of key office, staff, sub-consultants and resources.
3. **Consulting Team Structure and Key Team Member Qualifications:** provide a graphical representation of roles and responsibilities of key team members, including any sub-consultants; give brief qualification descriptions for each firm and key team member, focusing on those who will be responsible for significant portions of work; and provide demonstrated ability for a high degree of public participation and related coordination for input and resolution of project issues.
4. **Relevant Work Experience:** briefly describe projects of similar scope and circumstances that the firm or team has successfully completed, with emphasis on relevant experience of key team members for this contract. Photographs, schematics, or other illustrative graphics are welcomed. List critical project data, contacts and phone numbers. Data for each reference should include the client's name, date of the project, project location, project budget, actual costs, project length, and general description of the work that was performed on the client's behalf. The City is most interested in similar type studies/projects involving renovation and/or replacement of existing facilities.
5. **Project Approach:** provide a narrative or outline of how the firm or team intends to approach project, identifying and addressing project characteristics that the team finds important and/or unique and providing a graphical representation of key tasks and associated schedule (in number of weeks or months, not of specific dates).
6. **Small Business and Businesses Owned by Women and Minorities:** identify disadvantaged business participation on the project team. If desired, the firm may provide brief statistical data on minority representation within the principal or sub-consulting firms.
7. **Errors and Omissions Liability Policy:** include a written statement attesting that the firm maintains an errors and omissions liability policy with a minimum limit of \$1,000,000.

The successful firm will be chosen based on a clear demonstration of: superior firm experience, project team experience, local capabilities and inherent efficiencies of local presence, and project approach. A selection committee, representing the City, will review and evaluate all proposals submitted. The proposals will then be ranked in order, based on the identified criteria above. The committee shall engage in individual discussions with two or more firms deemed fully qualified, responsible, and professionally competent on the basis of initial responses. After completion of these discussions, the committee shall select, in the order of preference, two or more firms whose proposed services are deemed most meritorious. At that time, the committee will enter into negotiations with the first choice firm to determine agreeable terms of compensation for service. If negotiations cannot be successfully completed with the first choice firm the committee will then enter into negotiations with the second choice firm, etc. Upon completion of negotiations, a formal contract agreement will be prepared and executed between the Consultant and the City of Norfolk.

Proposals submitted in the public procurement process are subject to public inspection in accordance with the Virginia Freedom of Information Act. Therefore, trade secrets or proprietary information must be clearly identified to prevent their disclosure, and the reason why protection is required must be stated (City Code Sec. 33.1-9).

It is the policy of the City of Norfolk to contribute to the establishment, preservation and strengthening of small business, and businesses owned by women and minorities and to encourage their participation in City procurement activities. The City encourages the architectural/engineering firms to provide for the participation of small business and businesses owned by women and minorities through subcontracts and contractual services.

All proposals are due no later than **4:00 p.m., Thursday, September, 4, 2003**, in the office of the Director of Public Works, 810 Union Street, Room 700, Norfolk, Virginia 23510. Seven (7) copies of this proposal shall be submitted. Should there be any questions concerning the proposal, please contact John Rhamstine, Director of Civic Facilities, at (757) 664-6464.

John M. Keifer
Director

Virginia Pilot: August 10, 2003
Journal & Guide: August 10, 2003